

COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING

Special Commission Meeting

Host of Sacramento Airport Hotel - Camellia Room A
Metropolitan Airport

Friday, June 13, 1975
10 a.m. to 5 p.m.

AGENDA

Call to Order

Introduction of Guests

- A. Overview of Study
- B. Component "A" - Validation of Job-Related Selection Standards
 - 1. Regulation Change 1002(b)
 - 2. Agency Recommendations with Staff Comments
 - 3. Dissemination Policy
- C. Component "F" - Validation of Physical Performance Test
 - 1. Agency Recommendations with Staff Comments
 - 2. Dissemination Policy
- D. Component "B" - Job Analysis for Promotional Classes
 - 1. Agency Recommendations with Staff Comments
 - 2. Dissemination Policy
- E. Component "C" - Validating an Entry Level Oral Interview
 - 1. Agency Recommendations with Staff Comments
 - 2. Dissemination Policy
- F. Component "D" - Model Career Ladders and Job Restructuring Plans
 - 1. Agency Recommendations with Staff Comments
 - 2. Dissemination Policy
- G. Component "E" -
 - a. Job Knowledge Test
 - b. Identifying Operational Performance Criteria
 - 1. Agency Recommendations with Staff Comments
 - 2. Dissemination Policy

State of California
Department of Justice

COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING

MINUTES

June 13, 1975
Host Airport Hotel
Sacramento, California

The meeting was called to order at 10 a.m. by Chairman Barrett. A quorum was present. The following Commissioners and Advisory Committee Members were present for a special joint meeting called to review the State Personnel Board Selection Studies Project.

Commissioners Present:

Wesley R. Barrett	- Chairman
Loren W. Enoch	- Commissioner
William J. Anthony	- Commissioner
Robert F. Grogan	- Commissioner
Edwin R. McCauley	- Commissioner
Donald F. McIntyre	- Commissioner
Jay R. Stroh	- Commissioner

Excused:

Floyd O. Barton	- Commissioner
Jack G. Collins	- Commissioner
Herbert E. Ellingwood	- Representative of the Attorney General

Advisory Committee Present:

Jerome E. Lance	- Chairman of the Advisory Committee, CAPTO Representative
J. Winston Silva	- Vice-Chairman of the Advisory Committee, Community Colleges Representative
Robert Cress	- PORAC Representative
Norm Fox	- Representative of William Fradenberg of the CHP
Karen Hawkins	- Student Representative
William J. Kinney	- CPOA Representative
Charles R. Oliver	- Specialized Law Enforcement Representative
George P. Tielsch	- COP Representative

Staff Present:

Gene S. Muehleisen	- Executive Director
Glen E. Fine	- Assistant to the Executive Director
Austin W. Smith	- Special Assistant to the Executive Director
Bradley W. Koch	- Director, Technical Services
Otto H. Saltenberger	- Director, Administrative Counseling
Gerald E. Townsend	- Director, Standards and Training
Imogene Kauffman	- Recording Secretary
Ken Sherrill	- Bureau Chief, Technical Services
Mike Freeman	- Senior Consultant, Technical Services

Visitors :

Diana Grilley	- Center for Law in the Public Interest, Los Angeles
Jeff Higgins	- Coordinator, Select Police Service Coordination Project

The Executive Director requested that two items of business of an emergency nature be brought before the Commission prior to addressing the Validation Study Components.

Augmentation of POST Budget, Center for Police Management

Mr. Koch reported that third year funding for the Center for Police Management Grant is uncertain due to non-decision on the part of the Office of Criminal Justice Planning. If the program is not funded by OCJP, five grant personnel must be phased into the POST program a year sooner than had been expected. Department of Finance has indicated there would be no objection to a budget augmentation for continuation of the program and that it would be expedited through the system. Since some carryover of funds from the second year of the grant are available, it has been determined that an augmentation of \$98,243 would be necessary to continue the program for the balance of F. Y. 1975-76.

MOTION by Commissioner McIntyre, seconded by Grogan, carried unanimously that, contingent upon the failure of OCJP to fund the third year of the Center for Police Management program, the Commission approve the augmentation of the 1975-76 budget in the amount of \$98,243, for this purpose.

Request for Contract Funds, Crime Prevention Training Program

Mr. Koch stated that second year funding for the federally funded Crime Prevention training project is uncertain because of a lack of decision on the part the Office of Criminal Justice Planning. Second year funding was requested to refine the material developed in the student notebook, to complete the development of curricula for the Basic, Middle Management and Executive Development Courses, and to complete the reference material for the Crime Prevention

resource library. \$67,502 will provide funds for the personnel for completion of the project and coordinating the presentation of two additional institutes. They would also phase the program into the regular certified training courses presented by POST.

MOTION by Commissioner Grogan, seconded by McIntyre, carried unanimously that, contingent upon non-funding by OCJP, \$67,502 be made available from POST funds for F.Y. 1975-76 to complete the Crime Prevention Training Program.

STATE PERSONNEL BOARD SELECTION STUDIES

General Observations

Mr. Koch reported that the studies consisted of six components which were designed to provide specific products; however, the product requirements were not outlined in the contract, thus identifying a problem of contracting. In many instances a product is delivered that does not meet the requirements. It is believed that future studies of this nature should be controlled directly by POST.

General Recommendations

1. Summaries of the various components, edited as appropriate by POST staff, should be made available by POST for dissemination to California law enforcement agencies on an individual basis as directed by the Commission.
2. Requests for the release of any reports be made directly of the developing agency at the State Personnel Board. All reports will include a cover letter identifying any concerns that the Commission may have with the individual study.
3. If the Commission believes that any of the contents of the components would adversely affect the image of POST, the Commission not approve the dissemination of the report in that form until it has been edited by POST staff.

The Executive Director stated that the question of the components being a public document had been posed to the Attorney General for an opinion. The opinion is forthcoming. It was felt that POST should have the privilege of editing.

The Chairman requested that the considerations discussed be kept in mind as the components were discussed and that the dissemination of each component be determined on an individual basis.

4. POST Regulation 1002 (b) which states, "It is emphasized that these are minimum entrance standards. Higher standards are recommended whenever the availability of qualified applicants meet the demands", may be interpreted as a violation of current EEOC laws. Therefore, this section should be either deleted or revised.

MOTION by Commissioner Stroh, seconded by Anthony, carried unanimously to amend as recommended by staff that POST Regulation 1002 (b) be placed on a future hearing agenda for proposed regulation changes.

Component "A" - Validation of Job-Related Selection Standards

Preparation responsibility for this component was that of the Selection Consulting Center. John Klinefelter, Director of the Center, was present to address the Commission. Its purpose was to review and evaluate selection standards such as educational level, physical requirements, and any other potentially disqualifying personal history or background factors used by law enforcement agencies in California; to determine whether these procedures and standards are job-related and recommend minimum standards.

The recommendations of the Research Agency are set forth, followed by POST staff recommendation, and Commission action:

1002 (a) (1) "Be fingerprinted and a search made of local, state, and national fingerprint files to disclose any criminal records."

- Agency Recommendation: This is a procedure, not a standard and not within the scope of this study.
- POST staff recommendation: Maintain current regulation.

Commission concurred with staff recommendation.

1002 (a) (2) "Not have been convicted of a felony in this state or any other state or in any federal jurisdiction, or of any offense in any other state or in any federal jurisdiction, which would have been a felony if committed in this state."

- Agency recommendation: This is an acceptable selection standard and should be retained by the POST Commission.

1002 (a) (3) "Be of good moral character as determined by a thorough background investigation as prescribed in PAM, Section C, Personal History Investigation."

- Agency recommendation: This is an acceptable selection standard and should be retained by the POST Commission. It is suggested that the principles set forth in the Morrison Case be utilized to evaluate the job-relatedness of the information obtained in the personal history investigation.

- POST staff recommendations:

- a. Revise the present personal history questionnaire, and investigator's manual to demonstrate the job-relatedness of the item and include it as a requirement in PAM.

Mr. Koch reported this project would take approximately six months at a cost of approximately \$30,000.

- b. Commission consider the appropriateness of listing specific disqualifiers in background investigation to be included in PAM, i.e., "False Information in Personal History Questionnaire."
- c. The necessary revisions should receive top priority and, where necessary, the Commission approve funding of the project.

There was consensus and the Chairman so directed that staff re-examine the questionnaire and present the suggested revisions to the Commission at the next Commission meeting.

Further, the agency suggestion, ". . . the principles set forth in the Morrison Case be utilized to evaluate the job-relatedness of the information obtained in the personal history investigation" is not acceptable as a principle to follow.

Commissioner Enoch requested, and there was concurrence, that the backup materials presented on funding requests for validation of additional selection requirements not be acted upon at this meeting and should be held in abeyance, and at the next Commission meeting there be discussion on the funding for these projects when there is better data on monies available.

1002 (a) (4) Be a high school graduate or have passed the General Education Development test with an overall score of not less than 45, and standard score of not less than 35 on any section of the test as established by the American Council on Education, or have obtained a score on a written test of mental ability approved by the Commission and equivalent to that obtained by the average high school graduate.

- Agency recommendation: The high school diploma/GED standard be retained by the POST Commission and reading and writing skills tests, which are job-related to the position of entry level police work, be developed to supplement this requirement and investigate the possibility of developing advanced educational curricula as a pre-employment standard.
- POST staff recommendations:
 - a. Maintain the present regulation on education.

- b. Commission consider the addition of a regulation which requires reading comprehension and writing skills at the level necessary to perform the job of a police officer as determined by passing professionally developed examinations designed to test these skills.

Following discussion of the above two recommendations, action for adoption was taken as follows:

MOTION by Commissioner McIntyre, seconded by Grogan, carried unanimously for adoption of recommendations a. and b.

Many disagreements to the following two POST staff recommendations were voiced and there was lengthy discussion:

- c. The Commission contract to develop reading and writing skills tests, and for necessary monitoring and validation to determine competency of officers selected.
- d. The Commission approve funding of a two-year project to determine whether higher education standards can be validated.

During discussion of recommendations c. and d., the following statements were made, in part:

The Executive Director inquired regarding the present Commission's philosophy (as opposed to past Commissions) on proceeding to seek higher educational requirements and the validation of requiring college units in certain courses; also, how might POST be prepared to assist cities and counties to defend in court the reading and writing skills requirements, i.e., are they job-related, without research preparation.

In response to the question on the cost of developing specific reading and writing skills tests, Mr. Sneed of Cooperative Personnel Services stated, "We anticipate the research work needing to be done in test developing and try-outs for the reading test would run about \$12,000 for the first two tests and approximately \$2,500 for each additional parallel test. The writing tests, being more difficult, were estimated at \$20,000 for each of two tests and an additional \$2,500 for each test desired. These would be POST examinations to be administered by PCST or by CPS in the contract. They would not be for local agencies." Mr. Sneed was asked if his agency presently had any reading comprehension and writing tests. He responded, "Not for law enforcement."

Lt. Fox, Advisory Committee representative for the CHP, stated that if the 12th grade requirement has been validated for reading and writing tests, these tests must be available through the Department of Education. Existing tests should be used.

Mr. Freeman, POST's Validation Study liaison consultant, suggested an alternative that the Commission adopt a regulation that selected individuals for law enforcement employment must be able to read and write at the required level, then let the agency, or whatever test-developing agency they desire, provide the test for the agency -- the same procedure as is used for entry level exams. That alternative would take no funds from the Commission.

Commissioner McCauley stated he supported recommendation b., but would hope to do away with the high school diploma requirement as not being valid, and leave it up to local agencies to acquire the necessary tests. He felt concern about POST's getting into the test development and administering business.

Chairman Barrett expressed concern that if the high school diploma level is not valid, then how could POST support a higher education standard? Mr. Freeman responded that validation of specific college curriculum, separate from the reading and writing tests, was being requested. Staff was not asking for the \$150,000 to develop tests, but is requesting

- (1) That the Commission maintain the present regulation requiring a high school diploma or GED;
- (2) That there be an additional regulation requiring passing the reading comprehension and writing skills tests;
- (3) That there be a two-year project (\$150,000) to look into the possibility of validating specific course curriculum -- not a college diploma, but specific courses. This would not preclude having the high school requirement. Staff is saying we find a need for more education than that.

The Executive Director offered the alternative that staff carefully monitor what goes on in other states. When it is found someone has developed these skills tests, staff will have a look at them. The danger is that they will still have to be validated.

Lieutenant Lance, Chairman of the Advisory Committee, stated that if it has been determined that it takes 12th grade reading and writing tests to perform as a peace officer, then there must already be tests available. Why spend \$150,000 for another test to be developed. If they can say, arbitrarily, that is the level it takes, the test must be in existence.

Mr. Klinefelter of CPS stated there are tests that will determine if an individual can read at the 12th grade level. There are no good writing skills tests, that he is aware of. The problem with using existing tests, someone will say in court that the test is not job-related. If you had a reading test oriented toward police work, you would be on better ground.

Lieutenant Lance stated he was in agreement with Commissioner McIntyre's earlier statement that POST might be over-reacting to court decisions. What POST should be looking at, if there is a test available for reading, even though there may not be one for writing, then it should be geared toward when the court tells POST that no longer can we test for that level but must have a test to show the person understands police work.

- Meeting was recessed for lunch at 11:45 a. m. -

The meeting was reconvened at 12:45 at which time Mr. Koch stated that POST staff would recommend that item 4. c. , the Commission contract to develop reading and writing skills tests, be restated to read that the skills tests be developed outside the system. He further requested that, similar to the previous recommendation by the Commission relating to separate funding issues that have been requested, that this be put over with further expansion to the next Commission meeting July 31-August. 1.

It was so ordered by the Chairman.

Mr. Freeman requested the records to show that Mr. Sneed of CPS had appeared as a resource person only and not as the contractor of the testing study. It was staff's intention that any contracts that would have been considered would have been handled on a RFP (Request for Proposal) basis.

Section 1002 (a) (5) "Be examined by a licensed physician and must meet the requirements prescribed in PAM, Section C, Physical Examination"

- Agency recommendation: The use of job-related medical and/or psychiatric standards is an acceptable employment practice. It is recommended that the POST Commission defer to the results of the National Police Selection Standards Project to be conducted by the SCC for the purpose of determining specific job-related medical and psychiatric standards. (That this study will be done has not been confirmed.)
- POST staff recommendation: If the Commission believes that specific medical requirements should be addressed and validated, staff requests necessary funding for a one-year project.

A response in the negative to Commissioner McCauley's inquiry as to problems of court actions regarding the medical requirements, it was felt POST should not get involved in studies unless problems do come up. Commissioner Anthony reported that as a result of an LEAA-funded study, the Los Angeles Sheriff's Department had validated, to the satisfaction of the Personnel Department and Civil Service Commission, their medical standards. This study might be applicable and shared with other agencies as it is all a matter of scale, and smaller agencies may be able to use it. The psychological aspects of the study have just

been started.

The Executive Director reported that NASDLET (National Association of State Directors of Law Enforcement Training) has applied for a grant that would permit pulling together the state of the art in the Nation.

It was the consensus of the Commission that information already available should be explored before undertaking additional expense.

Mr. Koch stated the cost of each of these types of studies would be researched and presented at the next Commission meeting, with the state of the art as it can be determined, and a statement as to whether or not these standards have been validated.

Section 1002 (a) (6) "Be interviewed personally prior to employment by the department head or his representatives, to determine his suitability for the police service including such things as the recruit's appearance, personality, maturity, temperament, background and ability to communicate."

- Agency recommendation: This is an acceptable employment practice providing that the subject matter covered in the interview is job-related. The specific content of the employment interview is covered in a separate component of the POST project (Component C).
- POST staff recommendation: It is recommended that the regulation be revised to allow compliance if a member of the law enforcement agency sat on the oral interview panel.

Staff recommendation received Commission concurrence
for approval.

Section 1002 (a) (7) "At the date of hire or within 24 months have been awarded by an accredited college and/or university, no less than 6 college and/or university semester units, or 9 quarter units as authorized by the Commission."

- Agency recommendation: This standard was not addressed and was considered to be well beyond the scope of the present study. It is recommended that this be investigated as part of the advanced educational curricula study.
- POST staff recommendation: Address this item in the study for which funds were requested under Section 1002 (a) (4).

There was Commission concurrence that this item be put over to the next Commission meeting when further expansion of education level validation will be addressed.

Section 1004 "Every officer employed by a department shall satisfactorily complete a probationary period of not less than 12 months. This requirement shall apply also to officers who enter a department laterally."

- Agency recommendation: This standard is an acceptable employment practice and it is recommended that the POST Commission retain the standard. It should be cautioned, however, that the specific performance appraisal process during the probationary period is subject to the job-related standard if adverse effect is demonstrated.
- POST staff comment: The attention of the Commission is directed to the need for specific performance appraisal processes or systems within California law enforcement agencies. Departments should be cautioned to document their criteria for termination.

Commission approval was received.

Section 1005 (a) (1) "Each and every trainee must satisfactorily complete the Basic Course within 12 months from the date of his appointment as a regularly employed officer."

- Agency recommendation: This standard was not addressed and was considered to be well beyond the scope of the present study.
- POST Staff recommendation:
 - a. The regulations should be revised to reflect the law in 832.3P.C. as follows: Every trainee employed by a county sheriff's department, city police department, or district authorized by statute to maintain a police department, hired after January 1, 1975, shall comply with the provisions of P.C. 832.3.
 - b. The Commission consider the use of a validated job knowledge test for graduates of basic academy to determine adequacy of training. (Component E)

Commission approval was received.

Section 1013 "The Law Enforcement Code of Ethics (as prescribed in PAM, Section C, shall be administered as an oath to all trainees during the Basic Course."

- Agency recommendation: This is not a selection standard and was not addressed in the present study, It is recommended, however, that the Commission review and revise the wording contained in the Code of Ethics.
- POST staff comment: The Commission should be aware that there is a potential problem in requiring that the Law Enforcement Code of Ethics be administered prior to employment. As it is now there is reference to

religious affirmation.

It was the consensus of the Commission that the Code of Ethics should be left alone until there is a problem demonstrated.

Law Enforcement Agency Requirement - Citizenship

- Agency recommendation: This requirement is unconstitutional, and it is recommended that it should be deleted as a POST standard.
- POST staff comment: This is not a POST standard, and no further action is required.

Law Enforcement Agency Requirement - Age

- Agency recommendation: A maximum age restriction is against federal law unless there is evidence that this limitation is a BFOQ for law enforcement work. It is recommended that the POST Commission authorize research to determine whether evidence can be produced to justify a claim of age as a BFOQ.
- POST staff comment: This recommendation was included at the request of a task force of chiefs of police and personnel directors who reviewed the recommendations in this component. They requested that POST fund a study to determine if a maximum age could be validated. Staff resources at the present time would not allow us to accomplish the necessary research study without augmentation.

During discussion it was further stated this is not in the purview of POST, therefore POST should not become involved.

There was Commission concurrence of the staff recommendation.

Law Enforcement Agency Requirement - Height/Weight

- Agency recommendation: The relevance of height standard has not been demonstrated. The possible job-relatedness of a weight standard requires additional study.

POST staff recommendation: No further action at this time.

Law Enforcement Agency Requirement - Vision

- Agency recommendation: The use of job-related vision standards is an acceptable employment practice. It is recommended that the POST Commission defer to the results of SCC's National Police Selection Standards Project for the purpose of determining specific job-related visual standards. (It was stated that it is doubtful the National Police Selection Standards Project will be conducted.)

- POST staff recommendation: Due to lack of resources, staff has no recommendation for further action in this area.

In answer to the question if it had been POST's responsibility to state the tasks that were to be evaluated, Mr. Koch explained that the original charge to the Consulting Center was to come up with job-related standards to respond to a vision requirement necessary to perform the job. Difficulty was found in defining the job, and the bid was far too low to complete the study.

Dissemination Policy

MOTION by Commissioner Stroh, seconded by Anthony, carried unanimously that 200 copies of Component A, Validation of Job-Related Selection Standards, will be printed for dissemination to California law enforcement agencies upon request.

For other requests, copies of the report will be sold at an approximate cost of \$7 each by the Selection Consulting Center. Ten copies of the report will be maintained in the POST library for loan purposes.

Component "B" - Job Analysis for Promotional Examinations

Preparation responsibility for this component was that of Cooperative Personnel Services. Jim Pearce, Project Director, was present to address the Commission and respond to questions.

Mr. Koch stated the purpose of this component was to prepare job analysis for the positions of sergeant, lieutenant, and captain in law enforcement agencies in California as a basis for the preparation of job-related promotional examinations. The goals were:

1. To define the knowledge and ability desirable for promotion to sergeant, lieutenant, and captain levels.
2. Provide suggested examinations for the promotional classes by size and type of agency.

Contained in the final report is a handbook which lists the tasks and knowledge requirements which were identified from the job analysis and the frequency and importance ratings which were received from incumbent officers within the ranks. There are 138 items in the handbook, 50 of which deal with knowledge necessary to perform the job and the remaining dealing with tasks that must be performed on the job. All information is identified for three agency sizes.

- Agency recommendation: Adopt this study and encourage local law enforcement agencies to utilize the results in the preparation of job-related selection devices.
- POST staff recommendation: Selected information from this report should be utilized by law enforcement in preparing job-related examinations.

Commission concurred with the staff recommendation.

- Agency recommendation: Undertake or sponsor the utilization of this report to develop more effective selection techniques for law enforcement supervisors and administrators.
- POST staff comment: At the present time POST does not have any standards for the selection for promotional classes.

The Commission consensus was not to get involved in promotion standards unless it was so mandated by legislation.

- Agency recommendation: Undertake or sponsor an analysis of present job emphasis as reported in this study and its relation to effective law enforcement administration based on the results established or modified programs to effect change.
- POST staff comment: At the present time staff believes that no further action should be taken unless additional resources are available.

Commission concurred.

- Undertake or sponsor the utilization of this report in developing and restructuring career ladder concepts for supervisory and management classes.
- POST staff recommendation: The Commission conceptually approve this recommendation and implement it as resources are available.

Commission concurred.

- Agency recommendation: Publicize the availability of the data contained in this report and its applicability to work in areas other than selection validation.
- POST staff recommendation: This recommendation would be implemented according to a Commission decision on dissemination of the report.

Dissemination Policy

MOTION by Commissioner Anthony, seconded by McIntyre, carried unanimously that POST duplicate approximately one dozen copies of the report to be made available on a loan basis as a resource document in the POST library.

Copies of the report will be sold at a cost of \$7 each by Cooperative Personnel Services.

Component "C" - Development of a Content Valid Oral Interview for Entry Level Peace Officers

Preparation responsibility for this component was that of the Test Validation and Construction Unit of the State Personnel Board. Eric Werner, Project Analyst, was present to address the Commission and respond to questions.

Mr. Koch stated the purpose of this component was threefold:

1. To analyze those job-related behaviors and characteristics which may be explored through the personal interview.
2. To develop personal interview standards and techniques.
3. To prepare a manual on employment interviewing of police officer candidates for distribution to law enforcement agencies in California.

The report gathered all job analyses conducted on the position of police officer and identified those performance dimensions which are suitable to examination in an oral interview setting. Listed within the report are areas of inquiry along with sample questions and situations which can be utilized, and a pre-interview questionnaire which will provide the interview panel with additional information.

- Agency recommendation: The POST Commission approve and disseminate this report to all local law enforcement agencies as a guide to interviewing for their entry level peace officer positions.
- POST staff recommendation: The staff is of the opinion that an agency should not use the proposed pre-interview questionnaire. It could be dangerous, legally, for untrained interviewers to have access to this information.

Mr. Werner agreed with staff that this should not be in the oral interview. It was meant to be an efficiency tool and would be effective if properly used.

MOTION by Commissioner McIntyre, seconded by Stroh, carried unanimously for approval of the staff recommendation

- Agency recommendation: The POST Commission develop interviewer training courses which would utilize appropriate portions of this project.
- POST staff recommendation: At the present time, necessary resources are not available to develop the proposed training courses; however, the Commission should consider the development of such courses upon expressed need.

MOTION by Commissioner Stroh, seconded by Anthony, carried unanimously for approval of the staff recommendation.

Dissemination Policy

MOTION by Commissioner Anthony, seconded by Stroh, carried unanimously that once edited and approved by POST staff, the final Component C report will be maintained by the POST library as a loan document.

Copies of the final report will be sold at a cost of \$12 each by Cooperative Personnel Services.

Further, Mr. Freeman is to work with the Test Validation and Construction Unit to revise the pre-entrance questionnaire and whatever other corrections need to be made.

Component "D" - Model Career Ladders and Job Restructuring Plans

Preparation responsibility for this component was that of Cooperative Personnel Services and Career Opportunity Development Program. Art Lytle, Task Force Coordinator, was present to respond to the Commission.

Mr. Koch outlined the purpose of this component as being to review recruiting programs and job restructuring projects to provide material on successful approaches to local jurisdictions for the development of their own model job restructuring and career ladder plans.

The report provides a working document for law enforcement agencies who desire to implement a model career ladder or job restructuring plan. Included in the report is information on how to accomplish the implementation and sample plans. Work on this component was completed by a task force of members from the police and personnel departments of 10 California cities. One of the most useful products within this project is a listing of tasks believed could be performed by paraprofessionals.

1. Agency recommendation: The task force unanimously recommends POST adopt the present study and support the efforts of all agencies to encourage and develop career ladders and job-related selection and training standards.

POST staff recommendation: Would depend upon Commission decision for the dissemination of the report.

The Commission voiced no objection.

2. Agency recommendation: The task force recommends that POST and other appropriate agencies adopt job-related employment standards for all levels of law enforcement through the use of recognized methods of job analysis.

POST staff recommendation: Commission approve in principle.

The Commission voiced no objection.

3. Agency recommendation: The task force recommends that POST seek legislation and other alternatives to existing retirement systems to enhance movement between jurisdictions and transferability of civilian and sworn positions within each jurisdiction.

POST staff recommendation: No action by the Commission. CPOA and/or PORAC should be encouraged to pursue the recommendation legislatively.

The Commission voiced no objection.

4. Agency recommendation: The task force recommends that POST obtain necessary staff augmentation to concentrate on job restructuring and career ladder development to assist law enforcement.

POST staff comment: Implementation assistance could be provided to agencies if funding were established.

The Executive Director commented that every avenue possible should be explored on how to perform adequately the police task at lower costs and restructuring the type of work that is performed in the field and the three levels of police types as recommended by the President's Crime Commission. He suggested that the agency recommendation be considered when evaluating this function of the Administrative Counseling Division at budget time.

Commission concurred.

5. Agency recommendation: The task force recommends that POST publicize this report on a general basis throughout the state.

POST staff recommendation: Action will be taken according to dissemination policy adopted.

6. Agency recommendation: The task force recommends that POST continue its efforts towards more standardized classification concepts and job titles.

POST staff recommendation: Commission approve in principle and urge law enforcement to standardize their titles for civilian and sworn positions.

The Commission voiced no objection.

Mr. Koch presented the following five recommendations addressed to law enforcement in general by the task force. The POST staff had no recommendations as they are concepts. There were no objections voiced by the Commission.

7. The task force recommends that law enforcement use lateral entry at all levels in order to insure a more effective and efficient law enforcement service.
8. The task force recommends the adoption of local hiring practices in career ladder systems which permit full utilization of multiple levels of entry to the field of law enforcement.
9. The task force recommends that rotation between line and staff assignments be used to provide broadened experience and improved career development for sworn personnel.
10. The task force recommends that the Career Opportunities Development Program of the State Personnel Board and the Office of Criminal Justice Planning and other grant sources provide grant funds for model career ladder implementation.
11. The task force recommends that the dialogue and cooperation between law enforcement and personnel administrators be expended to all local jurisdictions in California.

Dissemination Policy

MOTION by Commissioner Anthony, seconded by McIntyre, carried unanimously that 10 copies of Component D be maintained by the POST library as a loan document.

Copies of the report will be sold at a cost of \$22 each by Cooperative Personnel Services.

It was directed by the Chairman that the next issue of POST Scripts carry an announcement of the availability of all components.

Component "E" - a. Developing a Job Knowledge Test b. Identifying Operational Performance Criteria

Preparation responsibility for this component was that of the Test Validation and

Construction Unit and the Selection Consulting Center. Bill Webster, Project Analyst and Larry Swabey, Supervising Project Manager, were present to respond to the Commission.

Mr. Koch outlined the purpose of this component as being to develop a job knowledge test designed to be administered to officers after they have completed one year of probation; and, through analysis, determine the policy of raters in California law enforcement agencies when determining what is a successful police officer.

Mr. Koch reported that the project has established a single test of 110 items developed by a task force of 22 police officers representing 21 law enforcement agencies within California. The report does not include the examination, which is being maintained by the Test Validation and Construction Unit pending decision by the Commission as to its use. The second portion identifying operational performance criteria will not be completed until later (approximately latter June).

POST staff comment: All recommendations listed below depend upon the purpose for which the Commission intends to use the job-knowledge test. It is believed by staff that the test may be used for any one of the following:

1. As a tool in performance appraisal of officers after one year on the job.
2. To test the job knowledge of individual officers.
3. To identify training and development needs of individuals and departments.
4. Use in validating selection tests and training courses.
5. In place of the present basic course evaluation examination.
6. To validate the Basic Academy.
7. As an examination to determine adequacy of training.

Agency recommendations:

1. That POST engage the services of an agency to administer and further develop the job-knowledge test.
2. That a separate study be conducted to develop a test for report writing.
3. That additional research and development work be undertaken.
4. That alternate forms of the test be prepared before the security of this test is compromised.
5. That cost estimates be obtained for each of the above recommendations and for whatever diagnostic uses POST may wish to employ the test.

POST staff recommendation: When the Commission determines the use of the job-knowledge test, further research should be developed to assure that it is a valid examination and will test for the knowledge for which it was designed.

Following extensive discussion, a motion was made:

MOTION by Commissioner Enoch, seconded by Grogan, carried unanimously that the use of the test material be held in abeyance until staff can return with specifics on its use. It should be used on a permissive basis for administrative purposes found appropriate by the agency that administers it.

The Executive Director suggested it be made available as a management tool depending on the department that wanted to use it; a system will be devised in the future for utilizing the test.

Dissemination Policy

MOTION by Commissioner Enoch, seconded by McIntyre, carried unanimously that the test not be disseminated until the Basic Course Revision Test is being developed. The Job Knowledge Test will be integrated into the Basic Course Revision exams to further develop as needed.

A decision will be made by the Commission at a later date as to the exact use of the test. It will be maintained by the Test Validation Construction Unit until such time as a decision is made.

Component "F" - Validation of Physical Performance Test

Preparation responsibility for this component was that of the Selection Consulting Center. Frank Verducci, Professor of Physical Education, California State University, San Francisco, completed this component and was present to participate in the discussion and respond to questions.

Mr. Koch state, in part, the purpose of this component was to develop an "athletic examination" (physical agility test) which will examine applicants for the position of police officer using job-related physical requirements. It includes a job analysis of those physical movements necessary to perform the job of a police officer in other than routine incidents. Included are the observations of kinesiologists and is the same examination utilized by the San Francisco Police Department which was recently held to be invalid for use in the testing of female applicants.

Agency recommendations:

1. A physical performance examination for law enforcement should include the following test items with weighted values in parentheses:

30-yard dash (1)

Grip Dynamometer (4)
Elbow Flexion (1)
Shoulder Flexion (3)
Obstacle Course (1)
Peg Board (2)
Bend, Twist, Touch (1)
Mile Shuttle Run (1)

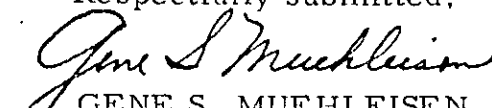
2. The final total score should be used as part of the data for determining a candidate's rank on a list for prospective law enforcement officers.
3. The minimum passing score shall be established so that the best candidates are selected for the law enforcement agency without lowering current standards of performance.
4. A study should be conducted to validate further the physical performance examination for law enforcement officers during academy training program.
5. A study should be conducted to validate further the physical performance examination for law enforcement officers with the criteria being the physical performance skills used during emergency situations by law enforcement officers on patrol duty.

POST staff recommendation: It is recommended that this report not be disseminated to law enforcement agencies, unless it is accompanied by a copy or summary of the San Francisco court case pertaining to this study, and with a disclaimer so that the agencies will be made aware of the possible consequences of utilizing the events presented in the report. However, it is the opinion of the staff that the information presented in the report could be utilized to correct and improve the physical agility test if additional resources are allocated.

MOTION by Commissioner Enoch, seconded by McIntyre, carried unanimously that the Component F document not be published under the auspices of POST. Adequate copies, to include the San Francisco Court case, should be made available from the POST library as a reference document on a loan basis. A qualifier shall accompany the loan document which will state that the physical agility requirement is not a part of the POST Regulations.

Meeting was adjourned at 4 p. m.

Respectfully submitted,


GENE S. MUEHLEISEN
Executive Director